

# MICHIGAN VISION 2005



*The Strategic Plan for the Michigan Army National Guard*  
2001-2005

# Michigan Army National Guard

## Senior Leadership

*Miner R. Roth*

CSM Miner Roth  
CSM, MIAR

*William M. Dennis*

CSM William Dennis  
CSM, HQ STARC

*John M. Shipley*

CSM John Shipley  
CSM, 46 BDE

*Eugene R. Bowman*

CSM Eugene Bowman  
CSM, 177 MP BDE

*Dennis L. Keyser*

CSM Dennis Keyser  
CSM, EN BDE

*Steven Clark*

CSM Steven Clark  
CSM, 63rd TRP CMD

*Timothy E. Gale*

CSM Timothy Gale  
CSM, 177 Regt (RTI)

*Terry P. Richardson*

CSM Terry Richardson  
CSM, Camp Grayling

*Mitchell LeClaire*

BG Mitchell LeClaire  
Cdr, 177th MP BDE

*Hal Harrington*

COL Hal Harrington  
Cdr, EN BDE, 38 ID

*James Anderson*

COL James Anderson  
Cdr, 63rd TRP CMD

*John Leatherman*

COL John Leatherman  
Cdr, 46th BDE, 38 ID

*Dennis Hull*

COL Dennis Hull  
Cdr, Camp Grayling

*Dave Purtee*

LTC Dave Purtee  
Cdr, 177th Regt (RTI)

*Mark Peters*

COL Mark Peters  
Chief of Staff

*Gregory Vadnais*

BG Gregory Vadnais  
ADC M, 38 ID

*Roger L. Allen*

BG Roger Allen  
Deputy STARC Cdr

*Mary Tucker*

Mt. Gary Tucker  
President, L.I.U.N.A.

*Robert Taylor*

BG Robert Taylor  
Asst Adjutant General, Army

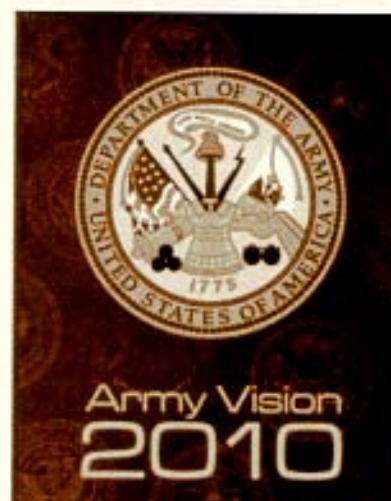
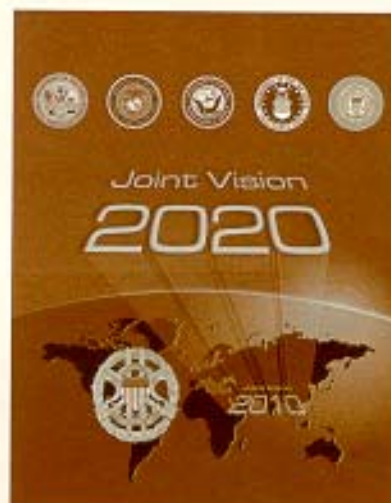


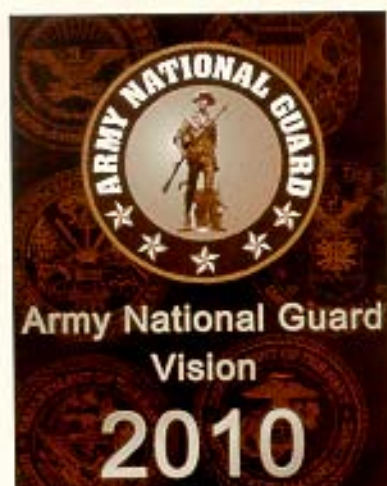
## Foreword

Welcome to the future. You hold in your hands the first ever **Strategic Plan** for the Michigan Army National Guard. This plan will guide our direction and clarify our focus over the next three to five years, while the process this plan represents, will guide us even further into the future. These six goals and twenty three supporting objectives are designed to take us from 'where we are' today to 'where I want us to go' in the next few years.

Competing for our fair share of missions and resources will be a challenging and exhaustive process. The Michigan Army National Guard must attract and retain the brightest and most creative soldiers in our history, train them to mobilization deployment standards and support them with genuine customer service like never before. As a full partner in the defense strategies of our state and nation, we must be able to execute our portion of the 'full spectrum of military dominance' prescribed for in the National Military Strategy. The Army National Guard is the oldest component of the US Army and we remain a critical element in every plan and operation of America's Army.

We must be prepared to deploy and accomplish all which is asked of us, whether that call comes from within our state boundaries or from the farthest regions of the globe. "All which is asked from us",—an advanced mission from the days of history when our military focus was more narrow in scope. We used to say the purpose of our military was "to fight and win our nation's wars". Now we know we must be fully prepared for diversity in missioning, from homeland defense in support of civil authorities to short notice deployments in support of national strategic objectives, be those peacemaking, peacekeeping, nation building or warfighting. We are redefining Homeland Defense daily, is it defense from cyber attack, from terrorist attack, or possibly from Weapons of Mass Destruction?





This Strategic Plan supports and complements the intentions and direction of the National Guard Bureau, the US Army and the Department of Defense as prescribed in *Joint Vision 2020*, *Army Vision 2010* and *ARNG Vision 2010*. This 'nesting' of military direction ensures strategic consensus, while creating an environment of customer focus. Our challenge is to transform our culture and practice to meet these developing needs while preserving our long standing tradition of serving our state and nation from a position of total readiness.

I want you to understand this Strategic Plan is 'mostly right'. It is executable now, yet flexible enough to allow for our continuous refinement. I have prescribed a recurring review process to ensure this plan is truly a living document, always responsive to reality, yet guiding our future direction. I invite you to monitor the progress of our 23 Strategic Objectives on the Michigan Army National Guard Intra-net Site. Subsequent Strategic Plans will be even better as our organizational culture and practice transform to 'where I want us to go'. I urge you to set an optimistic example of leadership throughout our officer and NCO corps.

Above all, take care of our soldiers. Taking care of soldiers also means taking care of soldier's families and the multitude of state and federal employees who are key members of our team. This should be our perspective,... which should guide our legacy.



*Robert V. Taylor*

Brigadier General, Assistant Adjutant General for Army



## INTRODUCTION

### Why Strategic Planning?

Strategic plans provide direction. Strategy provides the bridge between goals, objectives and available resources to ensure the development of programs which will achieve stated goals. We must ensure there is not a mismatch between stated goals and supporting resources. A strategic plan will re-focus and transition an organization from their present—to their future by applying a deliberate planning process. A well prepared strategic plan guides the movement of an organization from where the organization 'is' to where the organization desires 'to go'.

### The Purpose of the Plan

Building on the direction of the Adjutant General of Michigan and in concert with the *National Military Strategy*, as articulated in *Joint Vision 2020* from the Department of Defense, *Army Vision 2010* from the US Army and *Army National Guard Vision 2010* from the National Guard Bureau, this plan identifies the steps necessary to achieve specific goals and objectives essential to mission accomplishment. This plan prescribes 'the Commander's intent' and establishes a mandate for our transformation to improved ways of achieving organizational goals.

- ◆ If you have a stake in how well the Michigan Army National Guard can execute its state and federal missions, this plan will outline the desired end states necessary for success.
- ◆ If you are a soldier, or a family member of a soldier, in the Michigan Army National Guard, execution of this plan will ensure you enjoy a customer-focused environment, focused on caring for you and your family.
- ◆ If you are a citizen of the State of Michigan this plan will ensure your expectations, for a well prepared, well trained and well equipped force of soldiers, are available for public support whenever needed.

## **The Michigan Army National Guard Mission:**

The mission for military organizations is the driving force and is usually prescribed by higher authority. It is developed to fulfill a specific need for a specific capability at the time of need. Unlike business or industry where an organization's mission may be crafted to support a particular vision, in the military the mission is set forth first and then the vision creates the environment for executing that mission.

The Michigan Army National Guard will; provide trained and ready forces in support of the National Military Strategy; respond as needed to state and local emergencies to restore peace, order and public safety; add value to our communities through active involvement.

## **The Michigan Army National Guard Vision:**

Citizen-soldiers, committed to preserving the timeless traditions and values of service to our nation, state and communities. A full partner in the National Military Strategy, structured, resourced and capable of fulfilling that role.

## **The Values of the Michigan Army National Guard:**

As part of the US Army, we embrace the seven US Army values:

**Loyalty** — Bear true faith and allegiance to the Constitution of the United States and of the State of Michigan, the Army, your unit and other soldiers.

**Duty** — Fulfill your personal and professional obligations with pride, competence and commitment.

**Respect** — Treat other people as they should be treated.

**Selfless Service** — Put the welfare of the state and nation, the Army and your subordinates before your own.

**Honor** — Live up to Army values.

**Integrity** — Do what is right, legally and morally.

**Personal Courage** — Face fear, danger or adversity (physical and moral).



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## Stakeholder Analysis

Stakeholders are the people, organizations or agencies which contribute to, or depend upon the success of the Michigan Army National Guard to accomplish their mission. Essential to realizing our vision and accomplishing our strategic goals is satisfying these stakeholders. Their influence and impact on the attainment of our vision varies with their respective relationship to our organization. Our ability to answer their needs and satisfy their expectations remains a constant barometer of our success. Stakeholders can be thought of as customers, either *internal* customers or *external* customers. Our success is measured through their satisfaction. This chart illustrates some of our various stakeholders.

STAKEHOLDERS	STAKEHOLDER EXPECTATIONS
Citizens and Elected Officials	Does the MIARNG stand ready to respond to contingency plans?
National Guard Bureau	Is the MIARNG fully trained and ready to deploy?
Adjutant General of Michigan	Are units and soldiers as prepared as resources allow?
Soldiers and their Families	Are soldiers well trained, well equipped and well lead?
Employers of our Soldiers	Are military training requirements scheduled in advance and deployments kept to a minimum?
State and Federal Employees	Can I make a meaningful contribution and am I well cared for?
Local Communities	Does the MIARNG add value to my community?



## How our Strategic Plan Works

Generally, our Strategic Plan establishes key organizational **Goals** and **Objectives** which cascade throughout the organization in this way. *Goals* are developed and designed to be accomplished (or nearly accomplished) within the 3-5 year scope of the Strategic Plan. Supporting *Objectives* are designed to be accomplished within 1-3 years and are determined to be critical to accomplishing the overall *Goals*. *Strategies* provide the general direction, or commander's intent about how achievement of the *Objectives* should be focused. These *Strategies* represent the broad guidance provided to Commanders, staff, civilian and soldier team members. In this way the organization assures itself all organizational elements approach the Objective in a parallel or complementary way. *Strategies* ensure organizational 'continuity of effort'. This saves unintentional duplication of resources and fragmentation which could slow our progress towards an Objective.

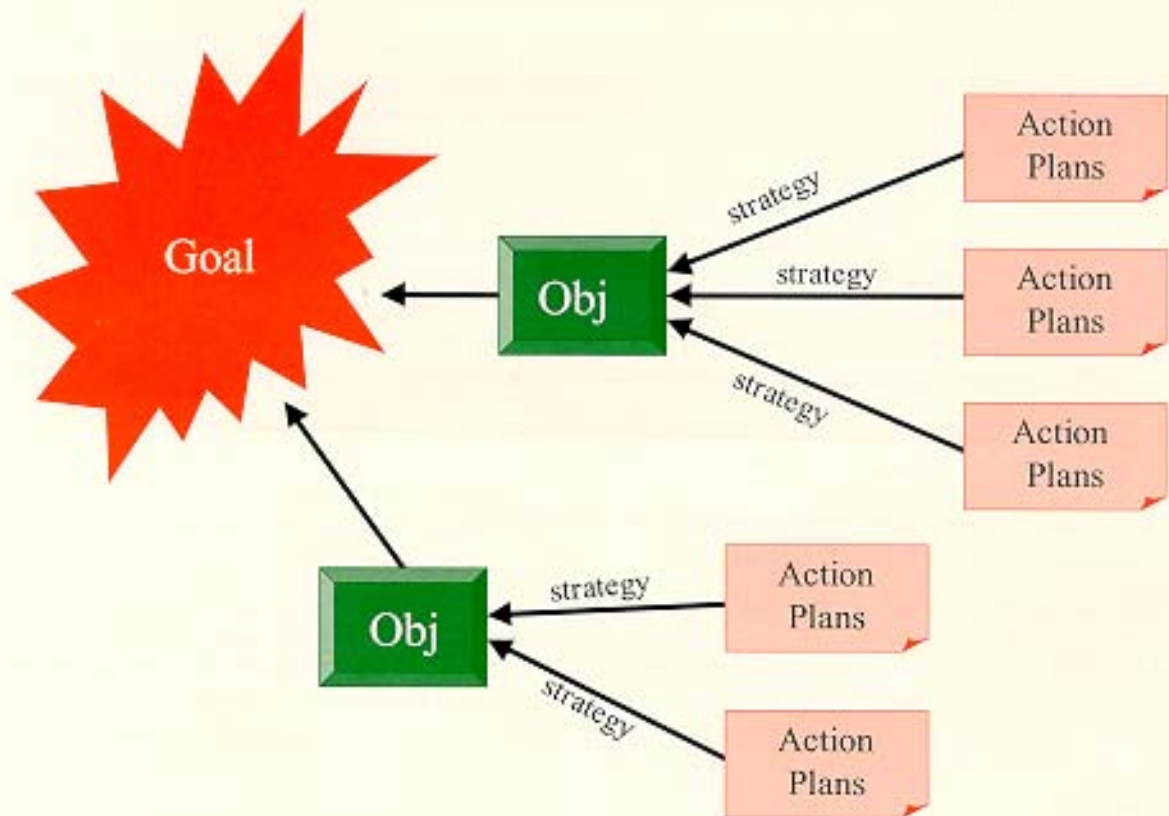
More specific tasks, organized as **Action Plans** are prepared at lower levels of the organization, to transition the general direction for accomplishing an *Objective* into finite actions, tasks or events. *Action Plans* are developed for internal use by teams working in the various sections, Directorates, brigades (possibly battalions) and Training Sites. *Action Plans* are designed to be implemented in addition to routine procedural workloads, focused at achieving a particular *Objective*. *Action Plans* are very informal and should be developed by the work team as 'an incremental list which will apply their team efforts' to the overall *Objective*. *Action Plan* actions or tasks should be accomplished within 1 year or less and then be revised and updated as necessary. The *Action Plan* for one section or work team may be completely different from another section or work team because each team provides a different supporting function in the organization. *Action Plans* would be developed for every Objective which that particular work team contributes to, or supports, in some way.

As *Action Plans* are achieved, new *Action Plans* are redeveloped until the *Objective* is reached. As *Objectives* are achieved, new *Objectives* are redeveloped until the *Goal* is reached. As *Goals* are achieved, new (read revised) Strategic Plans are developed which continuously guide our organization to the desired end state.

How we will know when we have achieved our *Action Plans* and *Objectives*?

Accomplishment of *Action Plans* will be measured and monitored internally by the same work teams which developed their *Action Plans*. Precision performance assessments will be made by the work team as often as they deem appropriate and success will be determined by the experts in that area — that same work team.

*Objectives* are much larger and harder to measure because they may cross functional boundaries and involve multiple work teams. Each of the 23 *Objectives* prescribed in this Strategic Plan has a specially developed 'metric' (i.e. chart, diagram, matrix, etc.) on the Michigan Army National Guard intra-net site. These are available for viewing and monitoring by anyone. Each metric indicates the specific Goal and Objective it supports along with analytic comments which clarify trends and important issues. These metrics are essential and are an integral part of this Strategic Plan. Our supporting metrics serve as our barometer to measure and monitor our organizational progress.





## GOAL I

### Create a high quality environment.

The creation of a high quality environment is essential in establishing an environment which attracts the best people, resources and creative energies. It is important to create and maintain work environments that people want to be a part of, programs that attract the best resource support and facilities that draw the interest and attention of our communities and citizens. A true high quality environment is defined by continuous improvement processes and people desiring to achieve the highest possible results. High quality environments become points of attraction for the best qualified people and the most advanced programs.

How do we plan to achieve GOAL I? — Objectives and Strategies

*Objective 1.1 Attract and retain high quality soldiers in accordance with force structure requirements.*

It is essential we recruit the highest quality applicants possible and in quantities which exceed our annual soldier losses. Category I — IIIa (67%), as measured by the Armed Forces Vocational Aptitude Battery (ASVAB) testing and High School graduates (90%) should be our recruiting target market to the fullest extent possible. We must achieve annual Turnover Rates of 17% or less and limit our annual losses to the minimum number possible. We must also reduce the loss rate for soldiers during their first term of enlistment to 18% or less of our total losses. It is essential for every unit to achieve 100% assigned strength and an 86% extension rate, then to sustain those continuously. Leaders must be clearly focused on strength maintenance goals and must recognize there exists no more important endeavor than achievement of personnel readiness, as measured by Unit Status Reports.

**Strategy:** Focus soldier recruiting efforts in high schools and colleges.

**Strategy:** Provide sound leadership and quality training.

**Strategy:** Improve the linkage between family, employers and the Guard.

**Strategy:** Retain high quality soldiers by promoting educational and other benefits.

**Strategy:** Reduce the attrition of soldiers during their first term of enlistment to 18% of total annual losses.



*Objective 1.2 Make leadership a highly valued art by mentoring leaders (including legal, moral, ethical and professional Standards of Conduct) at every level to improve accountability and to resolve problems at the lowest levels.*

The art of leadership is a long-standing integral element of the military. America's Army leaders are uniquely challenged to lead soldiers facing the challenges of today's complex military environment. When advanced weapons systems, electronic technologies and state-of-the-art support equipment mesh with split-second decision making requirements, leadership and leader reactions spell the difference between success or failure. Developing leaders at all levels to make the correct decisions during high-stress environments is critical to military operations in civil support operations, peacemaking/peacekeeping or warfighting. The mentoring process executed by all leaders is endemic to the leadership training necessary in developing our leaders. Mentoring actions and leading by example are tangible examples of the strategies being used to achieve this goal. Resolution of problems at the lowest level capable of resolving the issue ensures the best use of leader's time and the greatest satisfaction of soldier (customer) concerns. This requires the discipline and patience of senior leaders to allow for lower level intervention and action.

**Strategy:** Champion proven leadership knowledge, skills and abilities.

**Strategy:** Live the Army values.

*Objective 1.3 Improve the gender and ethnic mix of soldiers and employees to the target levels established in the Affirmative Action Program.*

The Michigan Army National Guard should be a team reflecting the diversity and composition of our communities. The demographic make-up of Michigan varies with each locality as should the Michigan Army National Guard units from those 54 localities. We are a better, stronger and more responsive team when our leaders, soldiers and employees represent the diversity of Michigan's population. Deliberate actions and processes will be employed to ensure our employees and soldiers enjoy an environment reflective of society.

**Strategy:** Measure and understand the ethnic mix of the local area.

**Strategy:** Use a targeted marketing strategy to increase minority and gender mix.

*"The people you're responsible for have got to know you care about their well-being. This has more to do with the success of an organization than anything else."*

*— Lieutenant General James H. Merryman*



#### *Objective 1.4 Attract and retain high quality employees.*

Attracting and retaining the highest quality employees will ensure we maintain the outstanding full time staff support we have become accustomed to. Every civilian and military employee is essential to our collective success. Employees should be listened to and treated with the same consideration we extend to family members. A close knit team of soldiers, families and employees will provide the most effective mission support at the greatest efficiency. Minimizing turbulence and turnover in our employee workforce can create optimal continuity and streamline our transformation processes. Employees completing careers, upon retirement should have the same positive attitude towards our organization and workplace as when they joined our team. It is everyone's responsibility to foster positive inter-personal relationships and share in the caring for one another. We must create and maintain an environment in which the most qualified and capable people gravitate to.

**Strategy:** Develop and implement succession and career management planning for Full Time Support force members.

**Strategy:** Enhance the morale, quality of life and sense of well-being for the Full Time Support force.

**Strategy:** Implement a Full Time Support force recruiting program in concert with state-of-the-art private sector processes and incentives.

#### *Objective 1.5 Increase officer commissioning to 80 per fiscal year.*

It remains essential that every officer position is filled with highly trained leaders capable of executing their state and federal missions. Our soldiers and employees must have the best leadership possible if we are to achieve our collective goals and objectives. The educational and time requirements of our Officer Corps are extraordinary. Our unit's missions dictate every unit must be staffed with a full complement of officers, trained and committed to leading their soldiers in the face of uncertainty. Every source for capable officers must be tapped to satisfy the requirements for officer staffing and enhance the development of junior leaders. Opportunities must be created, not assumed, to cultivate those soldiers which exhibit the traits and ambitions to become officers.

**Strategy:** The Leadership Challenge Program will be the primary source for officer applicants.

**Strategy:** Increase officer applicants from external sources.

*"Officers can never act with confidence until they are masters of their profession."  
— General Henry Knox*

## GOAL II

### Institutionalize the Mission, Vision and Values of the Michigan Army National Guard.

Constancy of purpose is a key element in achieving organizational goals. When every team member knows the desired end state and can visualize the process of accomplishing the mission, the organization will move from 'where it is' to 'where it wants to be'. Our composite team of soldiers, employees and families work together to support the total team in accomplishing our collective mission. Every member of our team must know and understand their respective role and contribution to our overall success. Living by our organizational Values and demonstrating our commitment to our organizational Vision in our daily actions and decisions will ensure achievement of our organizational Mission. When team members can easily see how *their responsibilities* link to the overall Mission, pride and personal gratification will fuel the fire of collective endeavor. We want every member of the team to feel their importance to our organization and *know* their contribution is essential.

How do we plan to achieve GOAL II? — Objectives and Strategies

*Objective 2.1 Ensure soldiers and employees are exposed to the Mission, Vision and Values of the Michigan Army National Guard by 1 October 2001 and understand how their responsibilities support that vision.*

Being able to quickly relate each soldier's or employee's respective responsibilities to the over-arching Mission and Vision greatly speeds team accomplishment of organizational goals. Understanding how important each team member is to our team reinforces professional pride. The intention of this objective is not to memorize the Mission, Vision and Values, rather for soldiers and employees to understand how critical everyone's interdependence is to our overall success.

**Strategy:** Expose soldiers to our Mission, Vision and Values at least five times in FY-01.

**Strategy:** The Army Values will be visible.

**Strategy:** First Line Leaders will discuss the Mission, Vision and Values with subordinates.



*Objective 2.2 Every presentation conducted after 1 October 2000, either internally or externally will include a meaningful discussion of the Mission, Vision and Values of the Michigan Army National Guard and how these things relate to the presentation.*

Almost everything we do is rooted in our Mission, Vision or Values in some way. When we relate what we are doing at hand to our guiding organizational theme we build bridges of knowledge and understanding within our team. This objective does not intend the same audience to be briefed repeatedly on the same theme by different presenters in a redundant fashion, unless a new presentation relates to the audience in a different way. It is important for leaders to clarify to every audience the 'why' aspects of training and presentations so constancy of purpose and organizational consensus are achieved.

**Strategy:** Do this in a genuine and professional way.



*"The soldier who can and will shoot is essential to victory in battle."  
- General Bruce C. Clarke*



*Objective 3.2 All units will receive 'Satisfactory' ratings in all functional areas, as evaluated by Command Logistics Review Team—Expanded (CLRT-X), by 30 September 2002.*

Logistics preparedness is a 'readiness multiplier' and a significant 'deployment enabler'. Our units must be fully prepared, administratively and logistically, when they are needed for state and federal emergencies. Activation and mobilization deployment schedules for every contingency require our units to have already accomplished all pre-deployment logistics and administrative actions. Complex maintenance actions, repair parts requisition cycles (velocity management), calibration currency and re-supply actions must already be complete. Twelve (12) of twenty (20) CLRT-X functional areas apply directly, or indirectly to unit-level logistics readiness. Once units achieve satisfactory ratings in all applicable areas, commanders must sustain logistical readiness at satisfactory levels to ensure deployment preparedness.

**Strategy:** Logistics procedures will be standardized throughout the command.

**Strategy:** Physical security will be understood and conducted.

**Strategy:** The Command Supply Discipline Program (CSDP) will be developed and instituted in every unit.

**Strategy:** Conduct internal CLRT-X inspections of every unit at least once every two years.

*Objective 3.3 Leaders, at platoon level and above, will understand and be capable of articulating their 'piece' of the Army Training Management System (ATMS) in the overall training plan, by 30 September 2001.*

A complete and thorough understanding of ATMS from the junior leader's perspective will ensure soldiers experience training which is well prepared, well rehearsed and has adequate training support. The correct level of training, executed using the most appropriate training methodology provides the most indelible training experience for soldiers. Task retention will be enhanced, and skill erosion minimized when junior leaders employ ATMS principles. Collective training cycles which reflect ATMS doctrine will provide the most effective training results with increased resource efficiency.

**Strategy:** ATMS training will occur annually for officers and NCOs down to the platoon level.

**Strategy:** Officers and NCOs, at the platoon level and above, will participate in the ATMS process during the development of Yearly Training Programs (YTP).

**Strategy:** Units will plan, conduct and evaluate training IAW FM 25-101.



*Objective 3.4 We will enlist, train and assign personnel to attain personnel readiness goals for all reporting (Unit Status Report) units by 30 September 2001.*

To ensure receipt of all available training resources it is essential we enlist soldiers into high priority Military Occupational Speciality (MOS) positions when and wherever such vacancies may occur. All personnel must be assigned to positions which serve readiness requirements and the soldier's personal desires to the fullest extent possible. The MIARNG's goal is to attain and maintain 85% MOS qualification in each unit and detachment. Attainment of this goal will increase soldier availability enhancing personnel readiness. Early deploying, high-priority units should receive intensive staffing management to ensure contingency preparedness. Soldiers trained and available to deploy with their units is our desired end state for personnel readiness.

**Strategy:** MOSQ training for non-qualified soldiers takes priority over all other training.

**Strategy:** Personnel actions for non-available soldiers will be prioritized to improve available-soldier readiness status.

**Strategy:** Priority for soldier accessions will be focused on unit vacancies.

*Objective 3.5 Ensure all units can execute their mobilization deployment schedule by 30 September 2003.*

Units must be maintained in the highest state of readiness possible. All leaders will ensure their soldiers are personally and professionally prepared for mobilization and available for deployment using Unit Status Report criteria. Administrative and logistics preparedness will expedite essential actions required for equipment and personnel deployment. Limited time may be available for post-mobilization collective training. It is unlikely any post-mobilization training time will be available for individual level training. Units with current war-fighting missions should be prepared to deploy based on Time-Phased Force Deployment Listing (TPFDL). Units absent current war-fighting missions should be prepared to deploy within 30-90 days of notification.

**Strategy:** The Army Training Management System (ATMS) process will be used to focus individual and collective training on readiness goals.

**Strategy:** Mobilization Deployment Readiness Exercises (MODRE) and Readiness for Mobilization Exercises (REMOBE) will be utilized to measure mobilization preparedness.

### *Objective 3.6 Increase the use of Distance Training Technology (DTT).*

Leaders are strongly encouraged to take advantage of DTT whenever and wherever possible in training their soldiers and communicating with distant Headquarters. Video-conferencing and inter-active DTT training courses leverage multiple training resources (e.g., time, funding, available soldiers, instructors) and allow improved use of available training time. DTT provides the potential for leaders to expand traditional soldier training opportunities beyond the time constraints of Inactive Duty Training (IDT) periods.

**Strategy:** Familiarize the force with the capabilities and limitations of DTT.

**Strategy:** DTT will be considered for use whenever it is available.



*"The primary responsibility for the quality of training falls squarely on the shoulders of our sergeants. They are the primary link in the leadership chain."*

*– General Edward C. Meyer*



## GOAL IV

### Enhance the Image of the Michigan Army National Guard in the Community.

Positive, active involvement in local communities serves the Michigan Army National Guard in many positive ways. Enhanced awareness of Guard activities, missions, roles and equipment by civic leaders increases community interaction and citizen exposure to our organization. The creation and sustainment of community pride in their local Guard unit and facilities can improve recruiting leads and young citizen's interest in National Guard programs and opportunities. Unit participation in local parades, seasonal celebrations and other community activities will develop a better understanding of local Guard unit history, training actions and unit equipment. Effective command information programs will assist local veterans and civic leaders in contributing to recruiting initiatives and retention efforts. Professionally presented information on the economic impact of a local Guard unit will assist in developing community and governmental support for Guard initiatives.

How do we plan to achieve GOAL IV? — Objectives and Strategies

*Objective 4.1 Encourage personal participation in local clubs, organizations and community activities. Presentations to, and activities with, such organizations will be recorded and validated during the Command Inspection.*

Leaders should encourage all unit members to participate in local civic clubs and organizations as a way to increase community awareness through person-to-person contacts with Guard members. Although such membership is strictly voluntary, unit member's involvement can be a great influence on unit goals. Every opportunity for "telling the Guard story" should be considered as an opportunity to increase recruiting leads, enhance community awareness and reinforce our bonds with local veterans. Professional presentations will establish credibility with business and civic leaders and are excellent for developing leaders. Our desired end state is for unit members to be an integral part of their community including social and civic organizations.

**Strategy:** Promote participation of unit members in community organizations and make resources available to them for presentations.

**Strategy:** Focus your efforts on telling our story.



*Objective 4.2 Commanders will ensure by 30 September 2001, Unit Public Affairs Representatives (UPAR) develop and implement an annual action plan, to be reviewed during Command Inspections.*

It is essential to keep local communities informed of unit goals, activities and training events. Well thought out action plans will develop community support for unit functions and bond a local unit with their community. Local civic, education and business leader involvement in Boss Lift events and Civic Leader Tours greatly expand community contacts for numerous unit programs. Pre-planned media coverage can assist local commanders in developing positive, supportive relationships in every community. Focus on integrating media involvement into your training calendar and special unit activities.

**Strategy:** Emphasize UPAR training and minimize UPAR turnover.

**Strategy:** Encourage media involvement and interest in unit activities.

*Objective 4.3 HQ, Michigan Army National Guard will develop and distribute, by 30 September 2001 to all units, a state-of-the-art high impact videotape(s) telling the Michigan Army National Guard story to our soldiers, communities and Centers of Influence.*

Essential to informing the general public about the Michigan Army National Guard mission, our programs, benefits and value to the community, is a professionally prepared presentation which captures the interest of all viewers. Our citizen-soldier environment is constantly changing with new missions, new equipment and exciting deployments throughout the world. In order for the general public to fully understand and appreciate the diverse roles and missions of our units, it is important we share current images of our units and soldiers executing their missions. This dynamic videotape, capturing segments of numerous deployments and training events will assist leaders in local presentations and family member updates.

**Strategy:** Show videotape(s) to all unit members, families and employees.

**Strategy:** Include this videotape in presentations.



*Objective 4.4 The United States Property and Fiscal Officer will annually provide (including the web-site) Unit Commanders a report which outlines their unit's economic value to the community.*

The real economic contribution made by our units to their communities can be measured and should be considered as a significant addition to the community. Accurate statistics can help military members reinforce key aspects of the Michigan Army National Guard to community leaders. Economic information about our influence on communities will be distributed each year to Unit Commanders and made available to political officials.

**Strategy:** Show the Economic Impact Report to all unit members, families, employees and Centers of Influence.

**Strategy:** Include Economic Impact Report data in presentations.

*Objective 4.5 By 30 September 2001 every Post Commander will invite all prominent local and regional political officials to tour their facility, armory or training site with the expressed purpose of familiarizing them with the unit's mission, personnel and equipment.*

The optimum community environment for Michigan Army National Guard units exists where leaders and unit members are known throughout their communities and a mutual trust develops with community leaders. Political and civic leaders can provide an added dimension to community exposure and awareness which serves our units in many ways. Post commanders and unit commanders and their units prosper by quality professional relationships with community leaders. Strong relationships between Michigan Army National Guard units and their communities are characterized by Guard participation in community parades, special events, governmental proclamations and community supported recruiting drives.

**Strategy:** Emphasize the dedication of soldiers and the capabilities of your unit.

**Strategy:** Demonstrate the value of the unit to the community.

**Strategy:** Promote the heritage of the unit.

**Strategy:** Foster an on-going professional relationship with these officials.

## GOAL V

### Modernize our facilities, armories and training sites.

Facilities which foster a sense of professional pride and adequately support our training requirements contribute to soldier retention and improved training quality. Our facilities must reflect professional standards and serve to attract both our present soldiers and new soldiers. Units must display pride of ownership in their garrison environments and set the example for their soldiers and their communities. Leaders must employ technology to best advantage in facilities upgrades and maintenance efforts. As military equipment evolves it is critical we maintain, upgrade and modernize firing ranges, maneuver areas and maintenance facilities to ensure realistic training and safety standards. Environmental stewardship over facilities and training areas remains a high priority. Everyone is expected to practice and enforce environmental consideration.

How do we plan to achieve GOAL V? — Objectives and Strategies

*Objective 5.1 Every Post Commander will develop, by 15 September 2001, and execute an annual Facility Care Plan, as defined by the Facility Management Officer (FMO), to ensure their facility best represents the Michigan Army National Guard.*

Under separate cover, the FMO will establish minimum standards for Facility Care Plans. Post Commanders will ensure our facilities provide working environments consistent with our customer-focused orientation. Soldiers and employees must be provided the best training and working conditions that resources allow. Self-help supplies and efforts should augment permanent maintenance staff and resources to the fullest extent possible. Maintenance staff remain an essential part of our team and the total team should support our primary customers in every way possible.

**Strategy:** Foster a sense of ownership of the facility.

**Strategy:** Ensure the appearance and operation of the armory reflect pride in the organization.

**Strategy:** Integrate needs, desires and interests of tenant units into the final plan.



***Objective 5.2 Maintain facilities appearance and operation in the highest state possible.***

Our armories, maintenance shops and training installations showcase the Michigan Army National Guard to the general public everyday. The appearance of these facilities should reflect the professionalism of our soldiers and employees. More telling than the newness of our buildings is their 'state of repair'. Well maintained grounds, organized motor parks and prideful exteriors send a message to our soldiers and the public that our organization is professional and proud of itself. Potential recruits gravitate to quality environments, both physical and intellectual. Cleanliness and obvious organization of real property send the right message to our soldiers just as the exteriors of our armories send the right message to their communities.

**Strategy:** Employ self-help methods to augment the full-time maintenance workforce.

**Strategy:** Familiarize all soldiers and employees with the resources available to support the garrison.

**Strategy:** Execute available funds to support your plan.

***Objective 5.3 In conjunction with the Facility Care Plans established by Post Commanders, the Facility Management Officer, by 30 September 2001 will develop, implement and brief an annual long range plan in support of force structure plans, to update, improve and modernize all facilities, armories and training sites.***

As units implement force structure changes our armories, support facilities and training sites must change and evolve to accommodate new equipment, new weapons systems and new vehicles. Buildings must be modernized and replaced when required. A deliberate planning process must consider these on-going actions and drive our efforts to maintain real property in a way which best supports our soldiers and unit missions. Progressive maintenance and pre-planned modernization of facilities will ensure environmental compliance and support of training requirements. All leaders share the responsibility to identify and illuminate areas requiring improvement or modernization.

**Strategy:** Obtain political support to replace buildings built prior to 1950.

**Strategy:** Integrate the needs of the functional Directors in the Long Range Construction Plan (LRCP).

**Strategy:** Link military construction priorities to force structure plans.



*Objective 6.2 By 30 September 2001, HQ State Area Command Directorates and Major Commands will develop methods to measure improvements.*

Precision performance assessments are integral to continuous improvement. Self assessments made continuously create conservation of resources and enhancements to customer service and customer support. Measuring and developing improvements will lead to improvements in readiness, soldier satisfaction and mission accomplishment. Statistical process controls must be tempered with links to customer satisfaction and readiness improvement. Measuring without analysis, and data without analysis, fall far short of usable information. Everything worthy of our organizational attention and effort is also worthy of measuring. Measurements must be followed by quality analysis which then creates the important information for leader's use. Decisions and programs should be based on performance assessments which are based on measurable standards and processes.

**Strategy:** Utilize Performance Measurement and Practical Applications (PMAPA) Course tools as a standard for measuring performance and improvements.



*"In the pursuit of excellence, there is no finish line."*  
— Lieutenant General Robert H. Forman



## GOAL VI

Continuously improve or transform our systems, processes and evaluation tools to meet the current and future needs of the Michigan Army National Guard.

Make continuous improvement and self assessment processes integral to our organization and create a corporate climate of transformation to a sustaining quality environment. Develop evaluation methods and tools at every level to ensure management processes reflect customer focused benefits. Eliminate steps and procedures wherever possible which fail to add value to products or services. Achieve win-win situations for all elements of our processes so that customers, suppliers and team members share the benefits of Total Army Quality.

How do we plan to achieve GOAL VI? — Objectives and Strategies

*Objective 6.1 By 30 September 2001, every HQ State Area Command Directorate will develop flow charts for all core processes and will identify specific area for improvement.*

Identify core processes and establish graphic flow charts which can be reviewed periodically for process improvement. As technology changes over time it is essential to revisit routine procedures to leverage improvements and to conserve resources, most notably time. Flow charts provide continuity during personnel turbulence and allow us to constantly reevaluate the best ways of conducting business. When processes cross functional boundaries it is important to maintain collective visibility and team ownership while improving the customer-focused results of the process.

**Strategy:** Focus on the 'critical few' processes.

**Strategy:** Focus on and share 'best practices'.

**Strategy:** Identify methods for measuring customer satisfaction.

*Objective 6.2 By 30 September 2001, HQ State Area Command Directorates and Major Commands will develop methods to measure improvements.*

Precision performance assessments are integral to continuous improvement. Self assessments made continuously create conservation of resources and enhancements to customer service and customer support. Measuring and developing improvements will lead to improvements in readiness, soldier satisfaction and mission accomplishment. Statistical process controls must be tempered with links to customer satisfaction and readiness improvement. Measuring without analysis, and data without analysis, fall far short of usable information. Everything worthy of our organizational attention and effort is also worthy of measuring. Measurements must be followed by quality analysis which then creates the important information for leader's use. Decisions and programs should be based on performance assessments which are based on measurable standards and processes.

**Strategy:** Utilize Performance Measurement and Practical Applications (PMAPA) Course tools as a standard for measuring performance and improvements.



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## Appendix A

### Strategic Planning Process and Cyclic Review

#### Purpose

This Appendix explains the specific strategic planning process implemented by the senior leadership of the Michigan Army National Guard in the development of this Strategic Plan. It represents a composite process comprised of the best contributory and supplemental actions available to build a comprehensive strategic plan. Best practices were collected from a variety of sources, military, state government and industry and linked together through small group discussions. Detailed information gathering preceded the Strategic Planning Team sessions to validate the present, or base-line status of our organizational environment. A side-text was used to guide the strategic planning process and transformation. *Hope Is Not A Method*, by General Gordon Sullivan was studied by each Strategic Planning Team member.

#### Information Gathering

Action officers were identified throughout the command, representing every functional area and tasked to prepare a variety of informational products. This group was identified as the *Strategic Planning Support Team*. Staff Estimates, Information Papers and compiled data were synthesized into usable information from myriad military and civilian sources. These are the areas information was collected and analyzed from:

##### Environmental Scan Areas

- |                                   |                                         |
|-----------------------------------|-----------------------------------------|
| ■ Climate and Terrain             | ■ Land Availability                     |
| ■ Demographics                    | ■ Public Image                          |
| ■ Economics                       | ■ Social Attitudes                      |
| ■ Disasters and Civil Disturbance | ■ Technology                            |
| ■ Federal Guidance                | ■ Customers                             |
| ■ State Guidance                  | ■ Statutory and Regulatory Requirements |

#### Functional Areas of the Organization Scan

- |                             |                               |
|-----------------------------|-------------------------------|
| ■ Leadership and Management | ■ Maintenance                 |
| ■ Force Structure           | ■ Mobilization and Deployment |
| ■ Manpower                  | ■ Facilities                  |
| ■ Training                  | ■ Information Management      |
| ■ Equipment                 | ■ Labor Relations             |

### Planning Team Composition

There are any number of ways to build a planning team, each with distinct advantages and shortcomings. Every organization must determine the planning team composition which works best for them. Our Commanding General, the Assistant Adjutant General for Army selected his senior staff advisors from the Army National Guard staff, the joint Air and Army National Guard staff and our primary labor organization to form the *Strategic Planning Team*. This team included officer, NCO and civilian representatives. Seventeen individuals were selected and this membership remained constant throughout the developmental process.

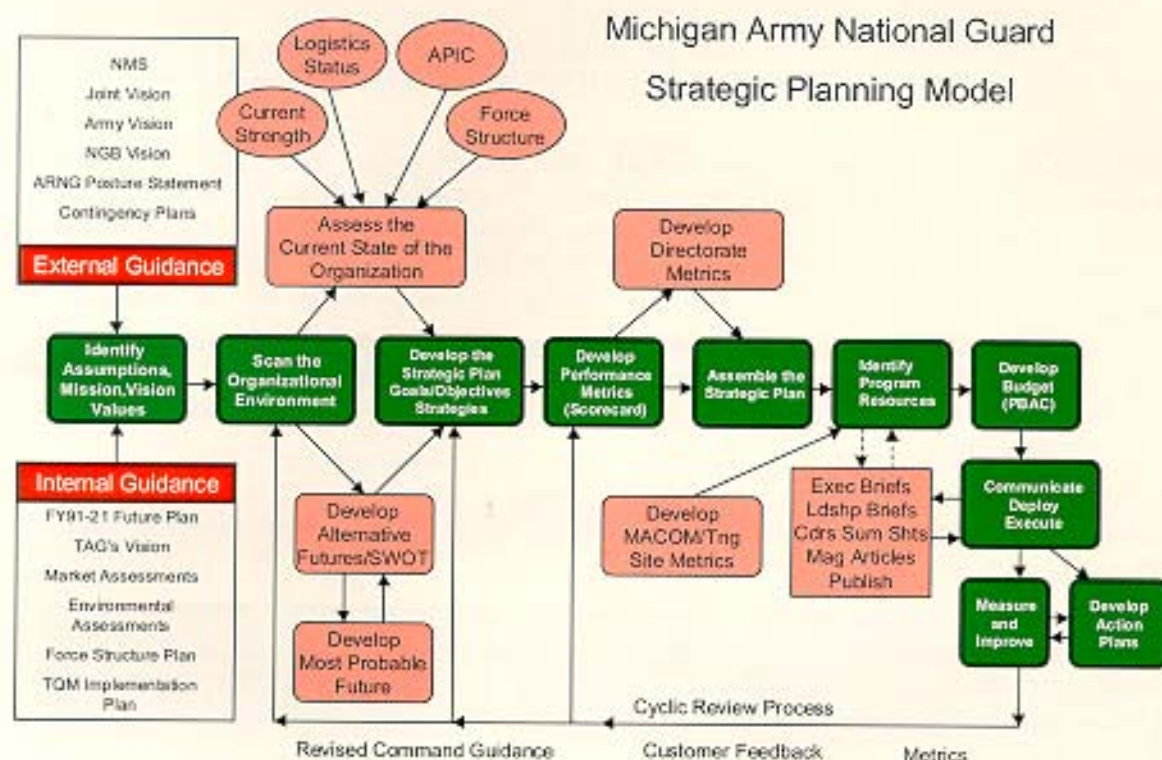
### Planning Sessions

Locations away from daily business areas were selected for privacy and separation from workload interruptions. These sessions were conducted as leaderless discussions and were facilitated by the staff Quality Advisor. Working sessions were organized to be both tutorial and plan-producing because this was to be the initial strategic plan, no previous plan existed from which to start or revise. Only a few team members had previous formal training in strategic planning. Civilian attire was prescribed for team member wear and civilian locations were selected to de-emphasize traditional military rank structure. An intentional atmosphere of team member equality guided all discussions, suggestions and constructive criticism. Team synergy surpassed traditional military roles as team member insight and discussion captured the group's focus. A combination of small group and large group discussions were used. Small group membership was constantly changed by alternating the selection process for grouping. Selected chapters in the book, *Hope Is Not A Method* were assigned as independent study and openly reviewed by the team at each working session.



## A Segmented Process to Build the Plan

The chart below illustrates the basic phases of our strategic plan development. Each phase consisted of numerous smaller processes, group analysis and lengthy discussion.



### Highlights of each Phase:

#### Phase 1

Review of various existing plans (e.g., 1991-2021 Future Plan, Force Structure Plan, TQM Implementation Plan) and customer assessments; review DOD/DA/NGB HQ Future guidance; develop strategic plan chronology; develop the organizational Mission, Vision and Values.

#### Phase 2

Review and analyze all staff information (para Information Gathering, pg A-1); develop 3-5 year planning assumptions; review our strategic plan development process.

#### Phase 3

Complete a 'scan of the environment' by analyzing staff products (outlined in Phase 2); identify supporting/peripheral processes and actions; identify organizational strengths, weaknesses, opportunities, threats (SWOT); prioritize SWOT elements; assess current state of the organization; revise strategic plan chronology.

- **Computer Based Training (CBT):** Uses computer workstations as the primary deliver means. Coursework is preloaded on the workstation or is available on CD-ROM or a network server. Computer-Based training allows participants to learn at a "self-paced" rate of instruction. There are over 1,000 Computer-Based Training courses available through the National Guard Bureau CBT Web Site.

Michigan Army National Guard members will have greatly expanded opportunities to receive military and professional development training via the Distance Learning Network. **These training opportunities include:**

- MOS Qualification Courses
- Professional Development
- OES/NCOES
- Functional Area Courses
- College level courses

National Guard leaders will be able the use this technology to make better use of limited training time and resources. **The Distance Learning Network will enable leaders to:**

- Conduct administrative/training/logistics meetings using VTC's.
- Transmit or receive broadcasts of training classes.
- Share resources via audio-graphics capabilities.
- Conduct simulator training.

**The benefits of using the Distance Learning Network include:**

- Reduced training costs.
- Reduced training time.
- Reduced travel time and expenses.
- Take advantage of external training sources.
- Training for remote employees.
- Access to hundreds of CBT and WBT courses.
- Increased computer literacy.



## APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 01	FY 02	FY 03	FY 04	FY 05
I: Create a high quality environment	<p>1.1 Attract and retain high quality soldiers in accordance with force structure requirements.</p> <p>1.2 Make leadership a highly valued art by mentoring leaders (including legal, moral, ethical and professional standards of conduct) at every level to improve accountability and to resolve problems at the lowest levels.</p> <p>1.3 Improve the gender and ethnic mix of soldiers and employees to the target levels established in the Affirmative Action Program.</p> <p>1.4 Attract and retain high quality employees</p> <p>1.5 Increase officer commissioning to 80 per fiscal year.</p>			X		
II: Institutionalize the Mission, Vision and Values of the Michigan Army National Guard	<p>2.1 Ensure soldiers and employees are exposed to the Mission, Vision and Values of the Michigan Army National Guard by 1 October 2001 and understand how their responsibilities support that vision.</p> <p>2.2 Every presentation conducted after 1 October 2000, either internally or externally will include a meaningful discussion of the Mission, Vision and Values of the Michigan Army National Guard and how these things relate to the presentation.</p>	X				
		X				

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I: Create a high quality environment	<p>1.1 Attract and retain high quality soldiers in accordance with force structure requirements.</p> <p>1.2 Make leadership a highly valued art by mentoring leaders (including legal, moral, ethical and professional standards of conduct) at every level to improve accountability and to resolve problems at the lowest levels.</p> <p>1.3 Improve the gender and ethnic mix of soldiers and employees to the target levels established in the Affirmative Action Program.</p> <p>1.4 Attract and retain high quality employees</p> <p>1.5 Increase officer commissioning to 80 per fiscal year.</p>			X		
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		X				



## APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 01	FY 02	FY 03	FY 04	FY 05
III: Optimize the utilization of available resources (e.g., funding, equipment, people, time) to improve readiness.	3.1 Resource (e.g., funding, equipment, people, time) allocation and utilization will be linked to key readiness indicators.		X			
	3.2 All units will receive "satisfactory" ratings in all functional areas, as evaluated by Command Logistics Review Team - Expanded (CLRT-X), by 30 September 2002.		X			
	3.3 Leaders at platoon level and above, will understand and be capable of articulating their piece of the Army Training Management System (ATMS) in the overall training plan, by September 2001.	X				
	3.4 We will enlist, train and assign personnel to attain personnel readiness goals for all reporting (Unit Status Report) units by 30 September 2001.	X				
	3.5 Ensure all units can execute their mobilization deployment schedule by 30 September 2003.			X		
	3.6 Increase the use of Distance Training Technology (DTT).		X			
IV: Enhance the image of the Michigan Army National Guard in the Community	4.1 Encourage personal participation in local clubs, organizations and community activities. Presentations to, and activities with, such organizations will be recorded and validated during the Command inspection.			X		
	4.2 Commanders will ensure by 30 September 2001, Unit Public Affairs Representatives (UPARs) develop and implement an annual action plan to be reviewed during Command Inspections.	X				
	4.3 HQ, Michigan Army National Guard will develop and distribute, by 30 September 2001, to all units, a state-of-the-art high impact videotape(s) telling the Michigan Army National Guard story to our soldiers, communities and Centers of Influence.	X				

## APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 01	FY 02	FY 03	FY 04	FY 05
IV: Enhance the image of the Michigan Army National Guard in the Community	4.4 The United States Property and Fiscal Officer will annually provide (including the web-site) Unit Commanders a report which outlines their unit's economic value to the community.	X				
	4.5 By September 2001, every Post Commander will invite all prominent local and regional political officials to tour their facility, armory or training site with the expressed purpose of familiarizing them with the unit's mission, personnel and equipment.	X				
V: Modernize our facilities, armories and training sites	5.1 Every Post commander will develop, by 15 September 2001, and execute an annual Facility Care Plan, as defined by the Facility Management Officer (FMO), to ensure their facility best represents the Michigan Army National Guard.	X				
	5.2 Maintain facilities appearance and operations in the highest state possible.		X			
	5.3 In conjunction with the Facility Care Plans established by Post Commanders, the Facility Management Officer, by 30 September 2001 will develop, implement and brief an annual long range plan in support of force structure plans to update, improve and modernize all facilities, armories and training sites	X				
VI: Continuously improve or transform our systems, processes and evaluation tools to meet the current and future needs of the Michigan Army National Guard.	6.1 By 30 September 2001, every HQ State Area Command Directorate will develop flow charts for all core processes and will identify specific areas for improvement.	X				
	6.2 By 30 September 2001, HQ State Area Command Directorates and Major Commands will develop methods to measure improvements.	X				



## APPENDIX C: GOAL/OBJECTIVE TARGET MATRIX

Goal	Objective	FY 01	FY 02	FY 03	FY 04	FY 05
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	4.5 By September 2001, every Post Commander will invite all prominent local and regional political officials to tour their facility, armory or training site with the expressed purpose of familiarizing them with the unit's mission, personnel and equipment.	X				
V: Modernize our facilities, armories and training sites	5.1 Every Post commander will develop, by 15 September 2001, and execute an annual Facility Care Plan, as defined by the Facility Management Officer (FMO), to ensure their facility best represents the Michigan Army National Guard.	X				
	5.2 Maintain facilities appearance and operations in the highest state possible.		X			
	5.3 In conjunction with the Facility Care Plans established by Post Commanders, the Facility Management Officer, by 30 September 2001 will develop, implement and brief an annual long range plan in support of force structure plans to update, improve and modernize all facilities, armories and training sites	X				
VI: Continuously improve or transform our systems, processes and evaluation tools to meet the current and future needs of the Michigan Army National Guard.	6.1 By 30 September 2001, every HQ State Area Command Directorate will develop flow charts for all core processes and will identify specific areas for improvement.	X				
	6.2 By 30 September 2001, HQ State Area Command Directorates and Major Commands will develop methods to measure improvements.	X				

# NOTES



# *The Values of the Michigan Army National Guard*

*Loyalty — Bear true faith and allegiance to the Constitution of the United States and of the State of Michigan, the Army, your unit and other soldiers.*

*Duty — Fulfill your personal and professional obligations with pride, competence and commitment.*

*Respect — Treat other people as they should be treated.*

*Selfless Service — Put the welfare of the state and nation, the Army and your subordinates before your own.*

*Honor — Live up to Army values.*

*Integrity — Do what is right, legally and morally.*

*Personal Courage — Face fear, danger or adversity (physical and moral).*

*"Loyalty, duty, selfless service and integrity are essential values for all soldiers. Together, they form the bedrock of our profession."*

*— General John A. Wickham*

*Special Acknowledgment to the  
Strategic Planning Team*

BG Robert Taylor  
COL Mark Peters  
COL James Bedard  
COL Joe McDowell  
COL Alan Peterson  
COL Russell Gullett

COL Michael Carr  
COL Gery Kosel  
COL Steven Barner  
COL Gregory Johnson  
LTC Keith Bobenmoyer  
LTC Daniel Rodeck

LTC Mark Eitrem  
MAJ James McCrone  
CSM Miner Roth  
Mr. Gary Tucker

*Coordinated and Compiled by:*

LTC Berri Meyers

*Send Comments To:*

*Office for Performance Excellence  
HQ, Michigan National Guard  
2500 South Washington Avenue  
Lansing, Michigan 48913-5101*